

# Transforming Rural Bihar: Evaluating JEEViKA's Young Professional Program

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## Abstract

In the year 2012, the Government of Bihar initiated a scheme under JEEViKA called the “Young Professional Program” to recruit young, talented professionals under the age of 30. This scheme aims to bring motivated individuals into Bihar's development sector. The Young Professional Program of JEEViKA is a strategic step taken by the Government of Bihar, which aims to improve the quality of the program, empower women, and strengthen community institutions. The framework that supports the Young Professionals like mentoring, a buddy system, and 74 days of formal training that promotes professional growth. Over the years, this program has brought up significant pathways by bringing up new perspectives, building leadership capacity, and promoting gender equality. Although this program has contributed significantly to rural transformation, however, significant challenges have been noted such as career dissatisfaction, compensation issues, and a high attrition rate in long-term engagement. Existing literature has been reviewed indicating focused efforts have been given to the recruitment of the program and its structural designs, but there is a critical gap that remains in assessing its long-term impact on rural development, gender inequality, and turnover challenges. This paper aims to examine the objective, structure, impact, opportunities, and challenges of the program and concludes with policy recommendations including developing structured career pathways, improving compensation, ensuring gender-sensitive practices, strengthening mentorship, and instituting regular impact assessments. Addressing these areas will enhance the program's sustainability and contribution to rural development in Bihar.

**Key words-** rural transformation, JEEViKA, Young Professional Program, capacity building, Bihar Rural Livelihood Promotion Society.

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## Introduction

### *Background Study*

Bihar Rural Livelihood Promotion Society, popularly known as JEEViKA, is a registered

organization under the Department of Rural Development of the Bihar Government, playing a crucial role in the state's rural advancement. The formation of JEEViKA's Young Professional Program as the leading power to execute the livelihood mission like National Rural Livelihood

Mission (NRLM) and National Rural Livelihood Project (NRLP) occurred in 2012. Subsequent to 2006, JEEViKA has been functioning for poverty moderation by the Bihar Government by means of female emancipation and upgrading defendable employment by agency of numerous community levels. In Bihar, JEEViKA's projects are entirely assisted by a self-supporting class. Self-Supporting Classes are small scale unsalaried classes assembled by 15 to 20 oppressed women working together by saving, bargain, and by putting their money into income generating activities.

In this era, JEEViKA performs on numerous levels as self-help groups (SHGs), Village Organizations (Vos), Cluster Level Federations (CLFs), Block level and many more. To assure effortless, fortunate, and flawless functioning of JEEViKA in Bihar, Bihar administration has determined to hire Juvenile having visionary thinking, expertise and inspiration to put up the advancement of Bihar desiring to transform them with versatile expertise. In 2012, the Bihar administration has set in motion a Young Professional Program to take action for the decision taken. JEEViKA has merged women from all 38 districts from self-supporting class namely "Self-Help Groups (SHGs) in the last ten years.

The master plan of Bihar's administration has not been able to top to drawing policies for the rural and social advancement of Bihar and well-built community institutions in the company of deprived women to reduce poverty.

Moreover, there is a need for a contemporary human resource framework for the execution of a large-scale poverty alleviation program with suitable employee rewards and organizational growth. From the moment it was commenced, JEEViKA introduced recruiting, onboarding, and performance evaluation, recognizing that skilled personnel with modern human resource system

were essential elements for the effective implementation of the project. A major driver for accomplishment of JEEViKA has been its committed and professional workforce, which plays a leading role in managing livelihoods promotion and performance.

#### *Overview of Young Professional Programme of JEEViKA*

The locally known initiative of the Bihar Government "JEEViKA" under the Bihar Rural Livelihoods Promotion Society, launched the Young Professional Program in 2012 as a part of its efforts to cultivate a pool of young professionals for the development of Bihar. This initiative showed determination on hiring of post graduates from the top academic colleges across the country. YPs get an opportunity via this platform to pursue their career with 3-year career succession, working at ground level, and managing real world problems in rural areas. In this process, they move upward to administrative roles contributing to crucial fields like equitable financial growth, social advancement, employment opportunities and potential building. JEEViKA ensures powerful guidance and training programs at numerous stages to uplift career. From the starting of their career, YPs are supposed to take active participation, leadership, and forward-thinking actions. Both rural communities and organizations are notably affected from the JEEViKA's Young Professional Program by re-energizing, fresh supervision, and gender equitable practices. Although, vital provocation such as holding on to talent, managing career goals, and long-lasting commitments in the advancement fields are associated with it.

In a nutshell, we can say that the Young Professional Program creates a pool of passionate workforce to guarantee rural development with continuous attempts. Hence, JEEViKA's Young

Professional Program is playing a crucial role in transforming rural Bihar as a “revolutionary model”.

## Literature Review

*Rathore and Kumar (2024)* defines the problems like massive turnover rate, career disappointment, and salary issues in his study on JEEViKA's Young Professional Program. This study explores the overall effectiveness of this program explaining the key areas for development.

Bihar Rural Livelihoods Promotion Society (n.d.): The Young Professional Program Brochure, published by the BRLPS, provides comprehensive detail of the program, its recruitment process, objectives, minimum criteria for selection, training period, expectations from YPs, and program structure. This brochure describes all about bringing in passionate young professionals under the age of 30- who really want to contribute to rural development.

*VAMNICOM (2023):*

A study conducted by VAMNICOM (2023) provides an in-depth evaluation of JEEViKA's programs, including the Young Professional initiative. This study explains the effectiveness of rural livelihood interventions and the role of young professionals in enhancing the implementation of development projects.

*Centre for Catalyzing Change India (2022):*

The (C3) India (2022) evaluates the contribution of YPs to remove gender disparities and put up in the female emancipation.

*Bihar Rural Livelihoods Promotion Society (2017):*

The JEEViKA Newsletter 2017 provides perception into the program's sustained effort, together with enlistment of YPs.

The World Bank's Young Professional Program provides a platform to Young Professionals where they can represent their skills, and talent and can get opportunity to transform themselves as future leaders through various guidance programs in global exposure.

## Research Gap

Although numerous studies have been done on JEEViKA's Young Professional Program focusing on its overall structure, implementation, and performance, there is a notable gap exists in the long-term effectiveness of the program. Key gaps include:

Limited understanding of the long-term impact of the Young Professional Program on rural development outcomes, particularly about the sustainability of projects initiated by young professionals.

Insufficient exploration of the specific factors contributing to high turnover and career dissatisfaction among young professionals, which may hinder the effectiveness of the program.

A lack of comprehensive analysis on the gender dynamics within the Young Professional Program and how these dynamics influence the empowerment of women in rural areas.

This study aims to address these gaps by evaluating the JEEViKA's Young Professional Program, focusing on long-term impact assessments, high turnover rates, and the lack of data on YP contributions and gender inclusion.

### *Need of the Study*

While many studies have been made on JEEViKA's Young Professional Program, most of the study focused on the programs structure and its short-term outcomes and there is a very little information on the effectiveness of the program that has been in the long term. There is a need to feel those gaps through this study. This study will look on the contribution of young professionals in the project implementation, long lasting of project and rural development of Bihar over the time. This study will focus on the turnover rates of young professionals, dissatisfaction of young professionals with their careers and gender related problems within this program. By exploring these areas and identifying these points, this study aims to provide support in policy decision making of the program, improving the structural design of the program, and help JEEViKA and Young Professional Program to perform at the ground level.

### **Research Objectives**

- To analyse the structure, components, and operational framework of the Young Professional Program (YPP) under JEEViKA.
- To assess the key opportunities and challenges faced by Young Professionals (YPs) during the implementation of the YPP, using qualitative and quantitative data from program reports and stakeholder interviews.
- To develop evidence-based policy recommendations aimed at enhancing the effectiveness and sustainability of the YPP for fostering long-term rural development.

### **Research Methodology**

This study will employ a qualitative and

quantitative research approach based on secondary data analysis. The research relies on existing reports, policy documents, impact assessments, and scholarly articles to evaluate the role of Young Professionals (YPs) in JEEViKA. The methodology will be structured as follows:

#### *Research Design*

This study relies on secondary data sources including government reports and publications, world bank and development agency reports, academic research papers and case studies, news articles and official websites.

#### *Data Collection Techniques*

##### *Literature Review:*

A comprehensive review of existing literature will be conducted.

##### *Document Analysis:*

Analysis of policy documents from Annual reports of JEEViKA, Newsletters, brochures, and impact assessments provided by JEEViKA and other stakeholders.

#### *Data Analysis Techniques*

Data analysis will be done through

##### *Descriptive analysis:*

Understanding the structure, objectives, and functioning of the Young Professional (YP) Program.

##### *Comparative analysis:*

Reviewing the impact of studies to compare the pre- and post-implementation effects of Young Professionals.

*Thematic analysis:*

Identifying key themes such as financial inclusion, women empowerment, and entrepreneurship promotion.

*Trend analysis:*

Evaluating secondary data over time to observe changes in livelihood outcomes due to Young Professional interventions.

**Analysis & Discussions***Comprehensive study of the Young Professional Program in JEEViKA*

The Young Professional Program (YPP) in JEEViKA is a thoughtfully crafted and highly selective initiative aimed at identifying and nurturing passionate young individuals under the age of 30. These are people who are not only academically accomplished but also deeply motivated to contribute to the development and transformation of rural Bihar.

To bring the best talent on board, JEEViKA follows a dual recruitment strategy. Each year, it actively scouts for candidates through campus placements at top institutions as well as through open-market hiring. This means that whether a young professional is graduating from a premier institution or has gained relevant experience in the field, they have an equal opportunity to apply and be selected.

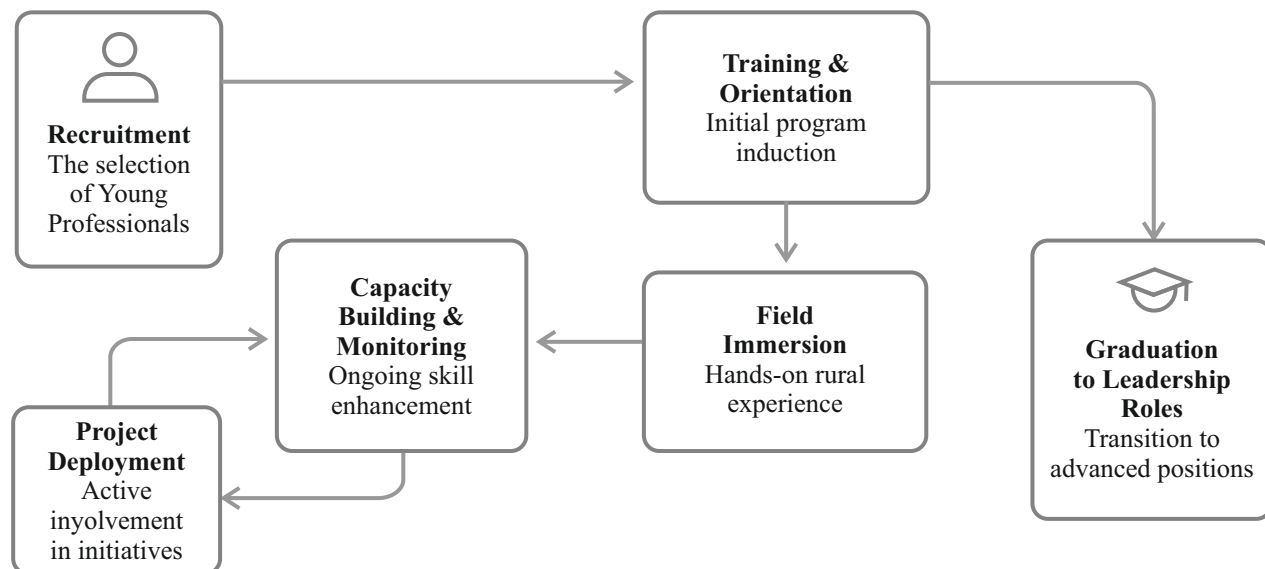
The selection process is not just dependent on the academic scores of the applicants, but also on the candidate's skills, communication, willingness to work, social involvement, and dedicated time to work with marginalized sections of society. The selection process is held monthly, quarterly or annually based on the organizational needs. JEEViKA especially targets candidates from NIRF (National Institutional Framework) colleges, and institutes like IITs, and IIMs aiming at recruiting talented human resources.

In short, we can say that the Young Professional Program of JEEViKA is a bridge for young professionals, combining their academic knowledge and passion to work on the ground level of rural Bihar, where they can make a real difference.

Young Professionals acquire knowledge, skills and experience working as a team and build a cooperative and collaborative environment. YPs get several mentoring, buddy programs, and guidance from time to time to enhance their working style, real-world interaction, and opportunities to work on themselves to compete in the future. These all things help them to become a future leader of Bihar who can adjust to different situations with great skill, talent and innovative ideas and who will have the power to transform the present Bihar into “a better Bihar” in the next decade.

Young Professionals in JEEViKA go through various stages as listed below, with the help of a pictograph.

Figure 1: Steps in the Young Professional Journey



#### *Objective of the Young Professionals Program*

- To bring young minds to work on rural development and livelihood enhancement.
- To provide hands-on experience in implementing large-scale development programs.
- To develop future leaders for the development sector.
- To strengthen JEEViKA's institutional capacity by integrating young professionals into various projects.

#### *Eligibility Criteria to Apply in JEEViKA*

##### *Age Limit:*

The candidate should be under the age of 30 years.

##### *Educational Qualification:*

The candidate should have qualified maximum of 3 years of post-qualification relevant work

experience. She/he should have passed out from the IIMs, IITs, reputed universities of the US & UK, FMS-Delhi, Jamia Millia Islamia, Cluster Innovation Centre, Nalanda University, Viswa Bharti Shanti Niketan, NIDs-PG only, NIFT-PG only, BHU, Birsa Agriculture University.

##### *Work Experience:*

Candidate should have relevant experience in development agencies like NGOs, IGNO's, multilateral agencies, bi-lateral agencies, Government agencies, Consulting firms, Universities and academic bodies involved in working with rural and social development. Although teaching and fellowships are not considered relevant.

##### *Number of positions per year:*

50 professionals should be recruited from the approved campuses each year, ensuring that the total number of active positions does not exceed 390 at any given time.



*Compensation Structure:*

Compensation structure varies based on the post-basis:

- 50,000- Rs. 57,500 p.m. for top-tier institutions like IIMs, IITs, and reputed foreign universities.
- 40,000- Rs. 46,000 p.m. for other reputed universities and institutions.
- 30,000 – Rs 34,500 p.m. for select development institutes and professional design graduates.

*Selection Process:*

- Candidates will be selected based on their eligibility.
- Group Discussion will have a weightage of 20% to the overall evaluations.
- The personal interview will carry a weightage mark of 35%.
- The final selection list will be prepared based on the scores achieved in the evaluation process:
  - Qualifying exam (30%)
  - Work experience (15%)
  - Group Discussion (20%)
  - Personal interview (35%)
- Minimum cut-off marks: Candidates must score at least 50 marks to qualify for the exam.

*Contract & Career Growth*

- The Young Professional (YP) Program follows a structured development plan for 3 years.

- Annual performance reviews will be conducted.
- Based on performance, the candidate may get further opportunities like:
  - Opportunities for promotion.
  - Extended tenure beyond 3 years.
  - Placement in leadership roles within JEEViKA or Bihar's Rural Development Projects.

*Graduation Process of Young Professionals*

*1<sup>st</sup> Year:* Young Professionals (YPs) focus on enhancing programme quality by leading improvement initiatives with designated blocks.

*2<sup>nd</sup> Year:* They take on a broader role by implementing thematic or vertical functions across the organization.

*3<sup>rd</sup> Year:* Young Professionals (YPs) transition into leadership positions, managing specific verticals and taking full ownership of their domains.

*Coaching and Support Program**Mentoring Program:*

This initiative fosters a strong partnership between management and YPs, equipping them with essential knowledge and YPs, equipping them with essential knowledge and skills to contribute and succeed in the organizations.

*Buddy System:*

Each new YP is paired with a “Buddy” from a previous cohort, ensuring they receive guidance, support, and practical insights while adapting to their role and organizational culture.

**YPCoordination Team:**

Responsible for recruitment, training, performance evaluations, and rotation management, this team ensures that YPs receive the necessary resources and opportunities to thrive in the program.

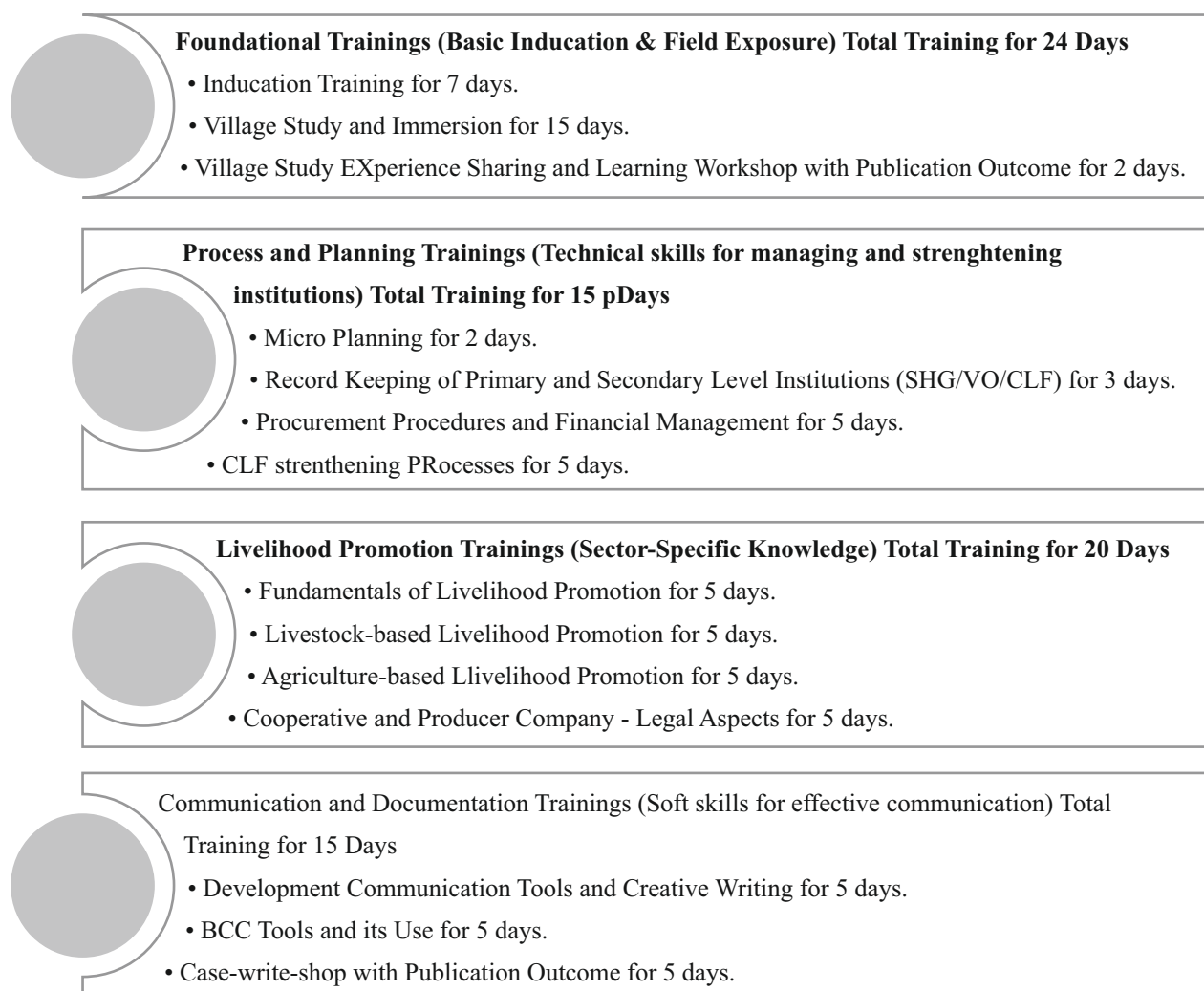
**YPLiaison Team (YPLT):**

Selected representatives from the YP cohort serve

as a communication bridge between YPs, the YP Coordination Team, and HR, fostering collaboration and addressing concerns to enhance the overall experience of the program.

Apart from this coaching, mentoring and support YPs gain a 74 days training to make them strengthen to contribute at top level in enhancing the JEEViKA programs effective.

**Figure 2: 74 Days Training Program of Young Professionals in JEEViKA**



(Source: Young Professional Program in JEEViKA Brochure)



## Conclusion:

The Young Professional Program in JEEViKA is a thoughtfully designed initiative that cultivates future leaders in rural development. By selecting talented individuals from top institutions and offering them intensive field exposure, comprehensive training, and continuous mentorship, the program empowers young professionals to drive meaningful change at the grassroots level. With a clear framework for career growth, strong support systems, and a focus on leadership skills, the program stands out as a model in the development sector. Although challenges such as retention and aligning career aspirations

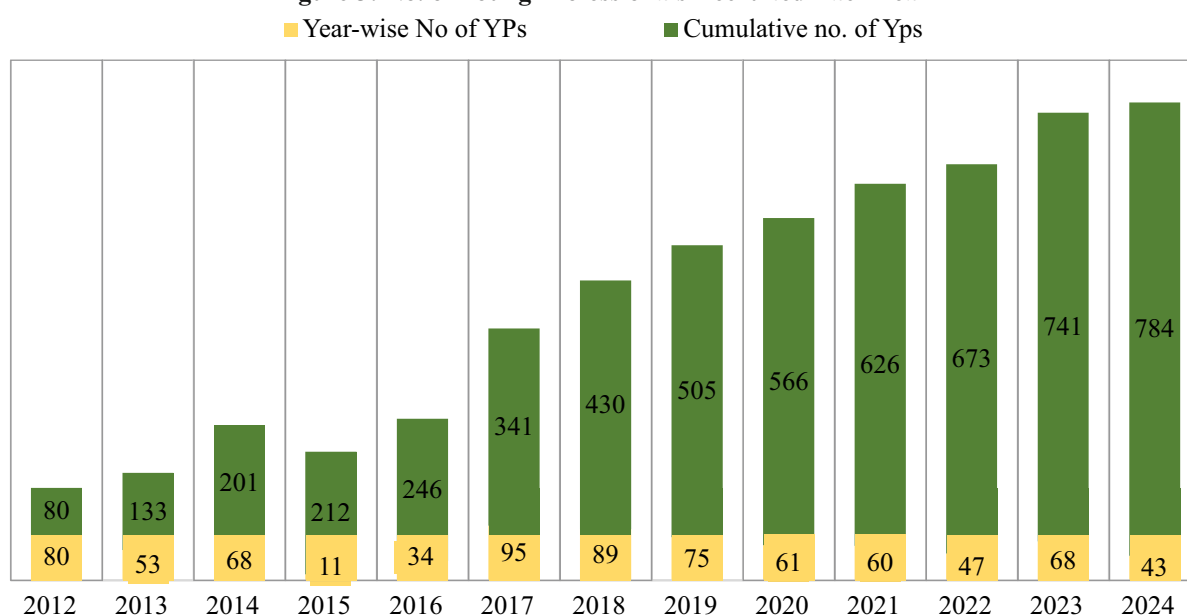
exist, the program significantly strengthens Bihar's rural development efforts by building a dedicated and capable workforce.

### *Opportunities and Challenges faced by Young Professional Program in JEEViKA*

*Opportunities given to total number of YPs since 2012 to 2024.*

A total number of 784 Young Professionals from different premier institutes, with specific skills like technical and managerial are inducted since its inception.

**Figure 3: No. of Young Professionals Recruited Each Year**



(Source: Young Professional Programme in JEEViKA, JEEViKA Newsletter (October 2023/Vol.72) & <https://brlps.in>)

### *Real-world Development Experience:*

Young Professionals are directly engaged with rural communities, supporting self-help groups (SHGs), producer groups, federations, and other grassroots institutions. The first-hand exposure allows them to implement sustainable solutions and witness their impact in real-time.

### *Comprehensive Training and Capacity Building:*

JEEViKA invests heavily in capacity building. YPs undergo intensive induction and on-the-job training programs covering social mobilization, livelihood enhancement, financial inclusion, and enterprise promotion.

*Innovation and Leadership Development:*

JEEViKA encourages young professionals to bring innovative ideas and lead from the front. They get involved in designing strategies to overcome with difficulty and smooth running of program, solving real-life problems and running pilot projects. These opportunities help them in building leadership qualities and sharpen their ability to innovate, especially in rural setting where solutions need to be both practical and impactful.

*Networking and Mentorship:*

Being part of JEEViKA's vibrant ecosystem enables Young Professionals to interact with top development practitioners, government officials, and technical experts, expanding their professional network and receiving valuable mentorship. These links help them grow their network, gain insights from the field, and receive valuable guidance throughout their journey.

*Financial Incentives:*

This program offers a competitive remuneration and allowances based on skills and fieldwork from all four categories institutes. This ensures that the candidates are fairly rewarded for their contributions and efforts in the field.

*Cross- Sectoral Experience:*

Young Professionals are exposed to diverse sectors

including agriculture, livestock, non-farm livelihoods, financial inclusions, health, nutrition & sanitation and social development and gender mainstreaming. This interdisciplinary experience strengthens their ability to design holistic rural development interventions.

*Work Culture and Values:*

JEEViKA promotes a collaborative, comprehensive, and mission-driven work culture. It values co-operation, teamwork, openness, and a strong vision and mission to serve communities. Young Professionals work parallel with passionate and experienced colleagues, creating a positive atmosphere that enhances learning, encourages community ownership, and drives long-term equitable development.

*Career Progression of Young Professionals:*

More than 80% of the Young Professionals who have successfully completed the program builds a bright career in the development sectors. Using their experience to crate real difference on the ground, many of them take up key roles in government initiatives. As recently quoted by a development expert, "In many agencies that I networked, I find a charismatic youth been oriented through the Young Professional Program of JEEViKA."

**Table 1: The program has opened diverse career pathways for Young Professionals, with alumni venturing into:**

SL No.	Areas where the Young Professionals are Ventured	
	Sectors	Examples
01.	Multi-lateral Agencies	World Bank, United Nations
02.	NGOs	Techno-Serve, Digital Green, Population Council, Save the Children PCI
03.	Government Departments	NMMU, SRLMs, NRLM, JEEViKA, BVM, MoRD, BRLF, NABCONS, BRDS, Delhi Govt.
04.	CSR & Consulting Firms	Coal India Ltd, IPE-Global, Thompson, PWC, EY, GT
05.	Start-Ups	BYJUS
06.	Development Agencies	NGOs, APMAS, Nudge Foundation, Dehaat, Swaniti, Tata Trust
07.	Banks and MFIs	ICICI Foundation, Sun Pharma, Axis Bank, SBI
08.	Higher Studies	MPhil, International Studies
09.		Life Cycle Career Breaks

(Source: Young Professional Program Brochure)

### *Conclusion:*

Joining JEEViKA as a Young Professional is not just a job- it's a journey to transform rural Bihar while growing into a development leader. For those driven by purpose and passion, JEEViKA offers an unparalleled launchpad to create lasting impact and build a rewarding career. The voice of JEEViKA's Young Professionals reflect a shared narrative of empowerment, skill development, and direct community impact. Their journeys showcase the program's role in cultivating future leaders who are not only career-ready but also deeply committed to transformative development.

### *Challenges Faced by Young Professionals in JEEViKA*

#### *Adapting to Rural Environments:*

Young professionals are placed at the block or district level, often in remote and rural areas. Adjusting to a rural lifestyle, limited infrastructure, and basic amenities can be tough for young urban professionals.

#### *Handling Multifaceted Roles:*

They are expected to work on community mobilization, capacity building, livelihood promotion, financial inclusion, and social development. Managing multiple responsibilities and priorities across different subject areas can be devastating.

#### *High Expectations and Accountability:*

Government officials and management have high expectations from Young Professionals. As they are seen as transformative agents, thus, YPs are expected to bring innovation and energy. Meeting the high expectations of government officials, senior management, and community members can create significant pressure and make them more accountable.

#### *Undetermined Contract Duration:*

Initially, Young professionals are recruited for a fixed period of 3 years. Although there is a chance for extension of 2 years based on their performance as it is not guaranteed and creating uncertainty and

insecurity about long-term career prospects and thus, causes dissatisfaction among Young Professionals as stated under a hygiene factor according to Herzberg's Two-Factor Theory of Motivation.

#### *Performance-Based Extensions in Career:*

The contract period of Young Professional may be extended for an additional 2 years which is heavily depended on annual performance evaluations. Thus, there is a constant pressure on YPs to continuously meet high standards without assurance of continued employment.

#### *Fixed Number of Positions:*

Although 50 YPs are recruited annually, the total number of Young Professionals is limited at just 390. This limitation means that opportunities for extension, career progression, even initial selection, and placement can be highly competitive, and often uncertain.

#### *Conclusion:*

Young Professionals in JEEViKA face a unique set of challenges that test their adaptability, resilience, and commitment. Being placed in remote rural areas demands significant adjustments to lifestyle and working conditions. Additionally, managing diverse roles across multiple sectors while meeting high expectations and accountability standards adds to their professional pressure. The lack of clarity around how long contracts will last combines with heavy dependence on performance metrics extensions further create insecurity and stress, affecting their job satisfaction. These challenges highlight the importance of providing better support systems, career development opportunities, and stability to ensure that Young Professionals remain motivated and committed to driving social change in rural communities.

*Providing policy recommendations to strengthen the YP Program for long-term rural development*

#### *Career Pathways and Growth Opportunities*

It is recommended to establish transparent career progression frameworks with clear milestones and promotion criteria by introducing mid-term evaluations that not only assess performance but also provide growth opportunities, training and incentives.

#### **Build Job Security**

To reduce the job insecurity, there is a need to offer a minimum 5 years contract with structured performance evaluation. This would give young professional a motivational factor for growth in career with 5 years of stability based on their consistent performance.

#### **Structured Performance Evaluations**

It is recommended to change the annual performance evaluation method to a more structured system that constitutes annual reviews with mentoring, guiding, and skill-development so that the young professionals feel more encouraged, and valued in their roles, resulting a balanced system which will helps in sustaining motivation, and long-term engagement.

#### **Support Mechanism for Wellbeing**

It is recommended to take care of both the hygiene and motivation factors for the well-being of Young Professionals by providing moral support, community engagement platforms, and access to basic infrastructure like safe housing, internet, and hospitality facilities in rural areas.

*Conclusion:*

Strengthening JEEViKA's Young Professional Program requires a focus on transparent career pathways, enhanced job security, balanced performance management, and robust well-being support. By implementing these reforms, the program can better retain talent, foster leadership, and ensure long-term impact on rural development in Bihar.

**Research Findings***Positive Impact on Rural Development:*

•The Young Professional Program (YPP) under JEEViKA significantly contributes to rural development by involving young, skilled professionals in community engagement, leadership building, and capacity enhancement.

*Promotion of Inclusion and Literacy:*

The program fosters rural transformation through grassroots interventions, emphasizing gender inclusion, financial literacy, and livelihood initiatives.

*Challenges in Retention and Career Satisfaction:*

The study highlights issues like high attrition rates, career dissatisfaction, and difficulties in retaining young professionals, mainly due to limited career progression and inadequate compensation.

*Rural Work Environment Challenges:*

The demanding nature of rural work and the lack of structured career pathways result in job insecurity and reduced motivation among program participants.

*Conclusion*

- The Young Professional Program is a powerful platform for cultivating future leaders in rural development through intensive training, mentorship, and field exposure.
- Young Professionals play a crucial role in driving transformative change in Bihar's rural communities while growing into development sector leaders.
- Despite its strengths, the program faces challenges like retention issues, lifestyle adjustments in rural areas, professional pressures, and job insecurity due to contractual uncertainties.
- Addressing these challenges through stronger career pathways, improved job security, balanced performance evaluation, and enhanced well-being support is essential.
- Implementing these reforms will ensure greater motivation, commitment, and long-term retention of talented individuals.
- A more resilient, empowered, and stable Young Professional cadre will significantly amplify JEEViKA's impact on rural development in Bihar.

**Recommendations for Strengthening the YP Program under JEEViKA**

- Career Pathways and Job Security:
- Develop clear career progression frameworks and extend contract durations to at least five years, with options for permanent absorption based on consistent performance.

*Balanced Performance Management:*

Implement a mixed evaluation approach combining annual reviews with regular mentorship and skill-building to foster professional growth and motivation.

*Supportive Work Environment:*

Provide safe housing, reliable internet, healthcare, and mental well-being support to enhance retention in rural placements.

*Enhanced Compensation and Incentives:*

Introduce performance-linked financial incentives and periodically update salary structures to remain competitive.

*Gender Inclusivity and Mentoring:*

Incorporate gender-sensitive policies and establish robust mentorship programs to support women professionals in rural settings.

*Alumni Engagement and Technology Integration:*

Create alumni networks for mentoring and use digital tools for monitoring, feedback collection, and program improvement.

**Scope for Future Research***Long-Term Impact Assessment:*

Conduct studies to evaluate the sustained contributions of former Young Professionals (YPs) to rural development within JEEViKA and other sectors.

*Retention and Motivation Analysis:*

Investigate factors influencing job satisfaction, motivation, and attrition among YPs to inform program improvement.

*Comparative Program Evaluation:*

Compare JEEViKA's YP initiative with similar programs from other states to identify best practices and adaptable models.

*Gender Dynamics Exploration:*

Study how gender influences professional growth, challenges, and community impact within the YP program.

*HR and Policy Effectiveness:*

Examine the impact of human resource policies, including job security, performance incentives, and mental health support, on YP retention and productivity.

*Technology Utilization:*

Analyse how YPs use technology to enhance efficiency and accountability in rural development interventions.

**Limitation of the Study**

- This research is heavily based on secondary data sources with limited direct input from current or former Young Professionals and cause lack of real time field insights from beneficiaries.
- This study is covering Bihar state only and analysis and conclusion cannot be generalized for other state of India.



- Long-term impact of scheme and the sustained results of their interventions could not be captured deeply in this research due to the limited duration of the study.
- There is a lack of side-by-side analysis with similar programs implemented in other states.
- This program operates in a dynamic policy environment so any administrative or structural reforms could quickly change the context potentially phasing out some aspects with time.

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